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TAGS: [GM](#) [PREL](#) [PGOV](#)
SUBJECT: EMILY HABER'S RISE TO POWER IN GERMANY'S
MALE-DOMINATED FOREIGN MINISTRY

Classified By: MINISTER COUNSELOR FOR POLITICAL AFFAIRS GEORGE GLASS FO
R REASONS 1.4 (B) and (D)

¶1. (U) The following report contains observations about the German Ministry of Foreign Affairs' new Political Director Emily Haber based on Embassy PolOff's experience as Transatlantic Diplomatic Fellow in the Western Balkans division (209) at the MFA between September 2007-August 2008. PolOff, who served as one of two Kosovo desk officers, worked under Haber when she was Special Envoy for Southeastern Europe and Turkey and frequently encountered her at staff meetings and discussions with visitors.

HABER'S RISING STAR AT THE MFA

¶2. (S/NF) Emily Haber has successfully risen to political directorate stardom in a Free Democratic Party (FDP)-led MFA, despite her political links to the Christian Democratic Union (CDU). Her appointment as the MFA's first female Political Director did not come as a surprise to PolOff's former MFA colleagues, who were convinced that after her last assignment as Special Envoy she would assume a prominent position.

¶3. (S/NF) In fact Haber has received consistently high marks from the MFA rank and file -- men and women alike -- for being able to succeed at the highest levels of the male-dominated MFA. (Note: Out of some 20 assistant secretary-level positions in the MFA, less than a handful are filled by women. End note.) Besides her vast experience and knowledge of the MFA's inner workings, Haber has been successful in cultivating good professional relationships with her officer corps who universally admire her for valuing their expertise. This strategy, however, has often led to divisions and rivalries, at the higher levels, especially with senior division directors, many of whom are men. Two senior division directors bluntly critiqued Haber's leadership and management styles to PolOff, saying "she was often out of her depth on major issues" and that her "expectations were far too high." On occasion, PolOff observed division directors undermining Haber in staff meetings where she was not present. In addition, when Haber issued instructions in a staff meeting, division directors often told desk officers subsequently to ignore them. On frequent occasions, desk officers left a meeting wondering who was really in charge.

¶4. (S/NF) In a personal conversation with Haber at the end of PolOff's Fellowship, Haber confided that she was personally and professionally rankled by the insubordination of several division directors under her chain of command. She quickly rebounded, however, saying she had other "ways to gain leverage" over individuals who dismissed her authority. One strategy she used very effectively was to reach out to the younger cadre of diplomats in Division 209 to gain more information about the division's internal politics and its

leadership. Haber is known for routinely calling desk officers into her office for lengthy discussions about life at the workplace under the pretext of discussing a policy issue. Haber often frustrated her division directors by issuing instructions directly to desk officers without informing the division's leadership. With PolOff, she was scathing in her critique of division directors and desk officers whose performance she considered under par.

PROMOTING GERMAN INTERESTS IN A FORCEFUL MANNER

15. (S/NF) Haber is a forceful articulator of German national interests and when under attack she counters strongly. She controls meetings and negotiations with ease. PolOff witnessed a meeting between Haber, Bishop Artemije (Diocese of Ras-Prizren and Kosovo-Metohija) and two of his advisors from the American Council for Kosovo, where Haber refuted allegations that Germany was on the wrong side of history by recognizing Kosovo's independence claim. In a calm yet persuasive manner, she argued that the Bishop's policies in his diocese were counterproductive and destabilizing to future peace efforts in Southeastern Europe. One of the Bishop's advisors accused the German MFA of coddling up to the United States. She refuted the allegation quickly, asserting that Germany's as well as the EU's policy on Kosovo was not being made in Washington. After the meeting, Haber expressed her frustration with PolOff about people who bait her and that she often found it difficult to keep her cool. She then asked PolOff whether she had been too harsh with her guests, especially the American ones.

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WHERE DO WE GO FROM HERE?

16. (S/NF) Haber has been a close embassy contact throughout her tenure as Special Envoy and her positions have basically tracked ours. She was consistently critical of Russia's meddling in Southeastern Europe, especially in Serbia and Kosovo. She often recalled her "frustrating" times in Moscow dealing with the Russians. Haber told PolOff about a conversation she had with the Serbian Ambassador in Germany who had complained to her about PolOff's presence on the Kosovo Desk at the MFA. In "polite" terms, Haber told the Ambassador to mind his business and not see everything in such conspiratorial terms. The Ambassador plans to meet with Emily Haber shortly for an introductory call.

BIO NOTE

17. (S/NF) Haber is married to German Ambassador Hansjoerg Haber, who is the current EU Envoy to the Observer Mission in Georgia and former Ambassador in Lebanon. When PolOff asked Emily Haber about the difficulties in maintaining a long-distance relationship, Haber remarked that "this was always inevitable given our respective career paths." One contact described the Habers as the MFA's "power couple."

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